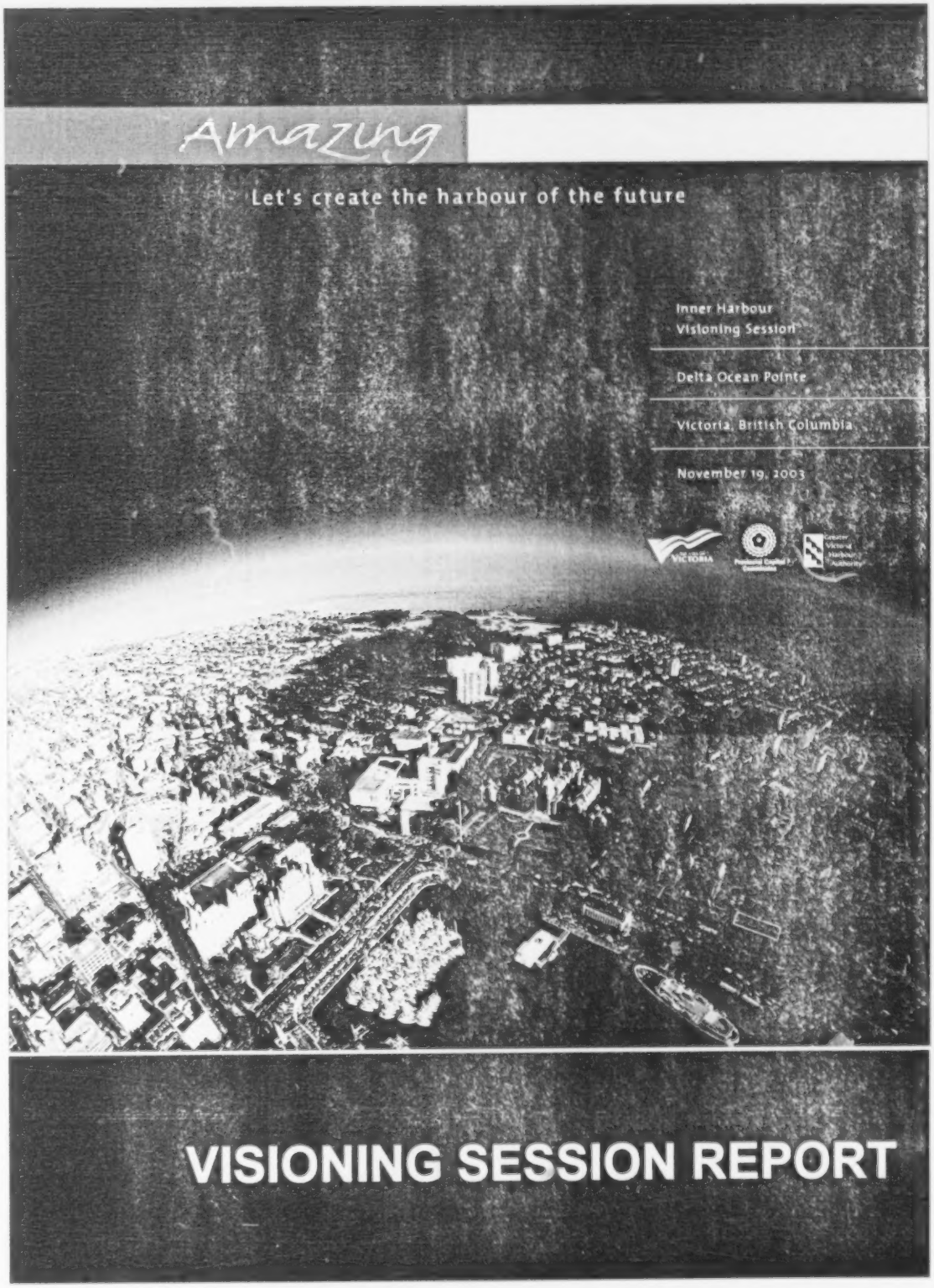
Amazing
Let's create the harbour of the future
Inner Harbour
Visioning Session
Delta Ocean Pointe
Victoria, British Columbia
November 19, 2003
VISIONING SESSION REPORT

105-03637/

Province of
British Columbia

Provincial Capital
Commission

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February 2004

Attached is the summary of *Amazing Possibilities!*, the visioning session that focused on the future of the Inner Harbour. This was a very successful event and I want to thank all participants that came together for this session.

This report of the visioning session is a snapshot of the day and the collective visions of the individuals who participated. There was a remarkable degree of consensus regarding the future of the Inner Harbour, with a particular stress on a need for quality in future development, respecting the past, and ensuring that the harbour be a thriving place for people to both work in and enjoy.

The visioning session was one step in a series that will lead to the facilitation of new development in the Inner Harbour, and the better use of a number of the vacant parking lots. Since the session was held, an Inner Harbour Vision Steering Committee has been established to develop a work program. First in this program will be the development of a conceptual plan for the Inner Harbour. The visioning session provides a framework for the development of this plan, which will also build on and amplify the City's Inner Harbour Plan. The conceptual plan will be the subject of further consultation with the public. The plan will then be used to facilitate new development.

The visioning session showed that indeed there are *Amazing Possibilities!* for Victoria's Inner Harbour. It was a first and important step in a process that I trust will result in a realization of these possibilities.

Sincerely,

Bill Wellburn
Chair, Provincial Capital Commission

Amazing Possibilities!
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1.0 Introduction

This document is a record of the November 19th, 2003 Inner Harbour visioning event *Amazing Possibilities!*. Spearheaded by the Provincial Capital Commission (PCC) and co-sponsored by the City of Victoria and the Greater Victoria Harbour Authority (GVHA), the event saw 85 enthusiastic participants come together to envision, discuss and debate opportunities for future development of the lands that ring the capital's Inner Harbour.

While there have been past initiatives for all, or part, of the Inner Harbour lands, most have not been realized. *Amazing Possibilities!* was the first time the three primary land owners have come together with harbour stakeholders, community groups, design professionals and business interests to discuss future possibilities for an integrated plan to complete the Inner Harbour.

The event was particularly important for the PCC. Recently, Premier Campbell challenged the new Board to work towards broadening awareness of the capital throughout the province. *Amazing Possibilities!* was the first step in developing a long- term, "big picture" vision for the Inner Harbour lands that will benefit all British Columbians. Although the Inner Harbour's natural setting and existing architecture is the very basis for Victoria's identity, there is a shared recognition that much more can be done to reinforce its distinctiveness and accessibility.

Set out immediately below in executive summary form is a vision, along with guiding principles and a series of underlying considerations that represent the collective views of the 85 participants who invested a full day exploring *Amazing Possibilities!* for the capital's Inner Harbour.

VISION: A completed Inner Harbour for British Columbia's capital city that says WOW!

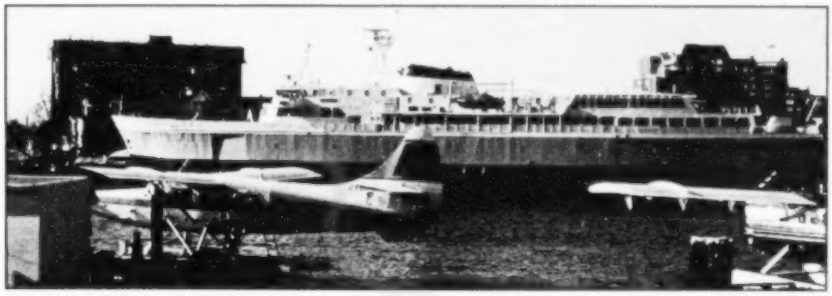
GUIDING PRINCIPLES THAT WILL DELIVER THE VISION:

1. Leadership and accountability through a partnership of the PCC, the City, the GVHA and First Nations.
2. A single integrated Inner Harbour action plan that delivers a thriving place for people to work. commute, reside, and enjoy.
3. Contemporary design that showcases the harbour and its landmark buildings.
4. The involvement of stakeholders and communities in the planning process.
5. Development in the harbour should be sustainable.
6. A significant involvement by the private sector.

Victoria Harbour, 1952, *PCC Archives*

UNDERLYING CONSIDERATIONS:

1. **Planning**
   - Recognize the grandeur and scale of the capital's Legislative Buildings, the Empress Hotel and the CPR Terminal Building
   - Provide interest and reasons throughout the year for people to walk, view and use the harbour, visit, shop, eat, drink and attend events and festivals
   - Achieve environmental gains and future sustainability
   - Aspire to world-class standards
2. **Uses**
   - Create a safe and accessible walkway around the harbour
   - Contribute to the harbour's vitality – ferries, float planes, marine tourism, festivals, attractions, "people-watching", people walking, and people just enjoying being there
   - Celebrate First Nations
   - Consider destination attractions, retail and accommodation that relate to and serve the harbour
3. **Structures**
   - Design with bold but gracious architecture becoming of a capital city
   - Incorporate natural and indigenous materials
   - Heighten the arrival by water experience
   - Include the water as an integral part of every development
4. **Implementation**
   - Understand the waterfront development market
   - Determine priority projects within a single integrated plan
   - Identify catalyst projects to attract investment
   - Explore cost-sharing initiatives



The harbour is a gateway to the city.

1.1 HOW THE SESSION WAS ORGANIZED

The event included 85 invitees from the PCC, the City of Victoria, and the GVHA, plus people with a special interest in or connection with the harbour, such as marine transportation companies. Appendix A identifies these participants. Prior to the meeting, a background guide was circulated to everyone attending.

Bill Wellburn, Chair of the PCC, welcomed all participants and sketched out the day's planned events. The morning's session was organized around four guest speakers and a breakout session of seven groups, each with a facilitator and recorder (refer to Appendix A). Each group discussed one of three specific sites – two groups for the Wharf Street waterfront, two for Belleville and three for Ship Point/ Ocean Cement.

The afternoon session, chaired by Patrick Condon, involved reporting back by the facilitators and culminated with a general discussion aimed at identifying commonly shared principles, themes and ideas.

1.2 GUEST SPEAKERS

One locally-based and three out-of-town speakers provided a framework for further discussion. Copies of their presentations are found in Appendix B.

GWYN SYMMONS, *Principal*, **CitySpaces Consulting, Victoria**

Gwyn provided an historical overview of the harbour – First Nations roots, industrialization and de-industrialization, the role of the CPR and the lasting influence of architect Francis Rattenbury. Gwyn included examples of projects that had been designed but not built. He also described the harbour today and its multiple roles that make it so vibrant. Drawing on this information, Gwyn suggested that for visions to be realized they need champions, partnerships, sustained commitment, and opportunity for private sector commerce.

JOHN ABEL, *Director of Design and Land Use*, **National Capital Commission**

John provided an overview of some of the key initiatives being undertaken by the National Capital Commission in downtown Ottawa and downtown Hull – underlying principles, major considerations, design features and progress. The examples demonstrated the depth of consideration these initiatives have received. He spoke of the common interests in the NCC core area and Victoria: the need to safeguard the legislative precincts from inappropriate development and the importance of detailing the public areas along the waterfront. John described a bold initiative on a large, former industrial site – the Canadian Museum at LeBreton Flats. He finished with international illustrations of waterfront developments from London, Sydney and Manchester.

JOEL LAWSON, *Development Review Planner*
Office of Planning, Government of the District of Columbia, Washington, DC

Joel described the planning for the Anacostia waterfront, an area of 2,800 acres within the Washington metropolitan region. Although the scale of planning is vastly different than in Victoria, this strategically located waterfront land had been neglected and poorly used. He described the process being followed to bring these lands into productive use.

Joel stressed to the importance of leadership and the role of the mayor in a vision for these lands. Five themes guide the planning and redevelopment with the overall aim of creating a world-class waterfront. He also emphasized the role of partnerships among the District, federal government, and the community.

LARRY BEASLEY, *Co-Director of Planning and Director of Current Planning*, **City of Vancouver**

Larry drew on his role in Vancouver and as an advisor to the National Capital Commission. Referring to Vancouver and its waterfront redevelopment, Larry emphasized that Victoria has a dramatic chance to reinvent the city, but this chance only comes along once. Vancouver's experience of the last 15 years has been the result of a deliberate drive of shared community will.

Larry also reviewed the challenges for Victoria as a "capital city", including becoming environmentally sustainable, exhibiting a high quality built environment, having high expectations about art and culture, paying close attention to social equity and managing by government through public involvement.

1.3 VICTORIA'S INNER HARBOUR – CONTEXT

The Inner Harbour extends from Laurel Point to the Johnson Street Bridge. The PCC, the City, and the GVHA have now acquired almost all of the adjacent land. The federal government, with the exception of water parcels adjoining the shore, owns the harbour and seabed (refer to Appendix C for illustration). The lands surrounding the Inner Harbour are largely surface parking. There are international ferry terminals and space for Canada Customs and Immigration along the Belleville waterfront. There is also parking associated with these activities.

Belleville Street Waterfront

The Belleville Street properties were purchased by the Province from the CPR in 1975. The PCC acquired the land through a *Free Crown Grant*. Later, the COHO ferry and then the Victoria Clipper relocated from Ship Point to this location. The COHO provides passenger and vehicle service between Victoria and Port Angeles. The Victoria Clipper provides service to Seattle. The Star and The Express, which serve Bellingham and Port Angeles, also operate from the Belleville waterfront. The City owns a small portion of this site. The Undersea Gardens (a tourist attraction), which operates through a lease with the PCC, is also located in this area.

Ship Point/Ocean Cement Site

These two sites are co-located. In 1969, the City purchased the former Ocean Cement site as part of an overall plan to improve the downtown waterfront. The PCC owns most of the land at Ship Point, with the GVHA owning the large dock. There are leases fronting the Ocean Cement site for commercial tourist uses and float planes.

Symphony Splash in the Inner Harbour, Victoria Symphony

Wharf Street Frontage

Most of the land at Wharf Street is owned by the PCC and is now a parking lot. A large water lot along this entire waterfront is owned by the GVHA, together with a dock access adjacent to the Malahat Building. Land between the Regent Hotel and the Johnson Street bridge is a mixture of PCC-owned park, private ownership and City-owned land.

2.0 An Emerging Vision For A Distinctive Identity

Victoria's identity is closely tied with the Inner Harbour. This is most evident when approaching the city by water or air. The harbour is of a scale that embraces both visitors and residents. Its entire edge can be taken in "at a glance" – not as a natural shoreline, but as an agreeable interaction of harbour activities and on-shore architecture. The ensemble of buildings that surround the harbour provide considerable interest and variety. These buildings include major heritage contributions – the Legislature, the former CPR terminal, and the Fairmont Empress Hotel – as well as relatively low scale buildings of different eras that hug the shoreline.

2.1 GUIDING PRINCIPLES

The day concluded with a discussion of principles and considerations, and how these might be put into action. These principles and considerations have been organized into a form that supports an emerging vision for Victoria's harbour as a whole. There were a number of key guiding principles for which there was wide spread support – these will be the basis for a harbour vision. A number of considerations were also generated and can be broadly categorized into four areas – planning, potential uses, building forms and implementation. Also, included in this document is a summary of the specific comments by the working groups with respect to the harbour's three key sites.

A Place for People

1. **Leadership and accountability through a partnership of the PCC, the City, the GVHA and First Nations**

   Participants recognized that there is a need for strong leadership and individual "champions" to bring about positive change and development. It was generally agreed there needs to be a solid and forward-looking partnership between the PCC, the City, the GVHA and First Nations. This entity would be the vehicle for facilitating development and be a single point of accountability. This four-way partnership should be initiated immediately and take the following ideas into account.

2. **A single integrated Inner Harbour plan that delivers a thriving place for people to work, visit, reside and enjoy**

   There should be one integrated plan to guide development along the Inner Harbour. This plan would draw on ideas from *Amazing Possibilities* and the City's adopted harbour plan. Incorporating scale, heights, elevations and views, the plan should also emphasize public access around the harbour and

ensure that it functions as a place for people to work, visit reside, and enjoy. The plan must also relate to the downtown, its streets, its buildings and its future.

3. **Contemporary design that showcases the harbour and its landmark buildings**

   Appropriate scale and materials can integrate contemporary architecture with the harbour. Materials should be authentic – natural and indigenous. Architecture should be bold, but gracious, and meet the expectations of a capital city's significance.

4. **Involvement of stakeholders and communities in the planning process**

   Creating conceptual plans and then involving the community will be crucial in the next steps to move planning along.

5. **Development in the harbour should be sustainable**

   New development should be economically, socially and physically sustainable.

6. **Significant involvement by the private sector**

   The private sector should be engaged with opportunities to invest in developing and operating businesses along the harbour. Private sector initiatives have created vitality on the harbour edge. Development of these sites cannot be accomplished solely by public funding. Partnerships should be pursued.

2.2 UNDERLYING CONSIDERATIONS

PLANNING

1. **Recognize the grandeur and scale of the capital's Legislature, the Empress Hotel and the former CPR Terminal Building**

   Victoria's identity flows from an ensemble of buildings around the harbour. Celebrated architect Francis Rattenbury designed three of these – the Fairmont Empress Hotel, the BC Legislature, and the former CPR Terminal. Others include smaller heritage buildings from the late 19th century.

2. **Support the harbour as a place for people – residents and tourists – throughout the year**

   The Inner Harbour is a focus for tourists, but it is also important for Greater Victoria residents Development should provide interest and attraction to people throughout the year. Victoria's harbour and waterfront are lively places – ferries, float planes, marine tourism, festivals, "people-watching", people walking, and people just enjoying being there. New development should strengthen and contribute to this vibrancy. Consider mixes of uses that will reinforce these activities with more places for people to walk, gather, view, visit, shop, eat, drink, and attend events and festivals. More importantly, these uses will strengthen the downtown.

3. **Achieve environmental gains and future sustainability**

   Planning and development should be sustainable and enduring. Redevelopment provides an

opportunity to restore some elements of the natural shoreline and bring some environmental gains. Opportunities should also be taken to improve the underground and aquatic environment.

4 **Aspire to world-class standards – reinforce the importance of the harbour**

The Inner Harbour is the setting of the BC Legislature and a primary entrance to the capital of the province. It is also at the core of Victoria and plays a significant role in the region's economy. The term "world-class" was often used as measure of standard that new buildings should meet.

POTENTIAL USES

5. **Select uses that relate to the harbour – and contribute to its vitality**

As planning evolves there will be many suggestions for development. Consideration for a use of the harbour should take into account whether it must be located along the harbour – does it relate to the harbour? Will it serve the harbour? Will it contribute to the harbour's vitality? Will it contribute to the surrounding streets?

6. **Create a continuous and accessible walkway around the harbour**

Creating a clearly visible, easy to use, safe and accessible walkway around the harbour on two levels should be a priority for development. At present this exists in front of The Empress, but the walkway is incomplete around the harbour. The walkway should connect to Fisherman's Wharf and west to the Upper Harbour. This walkway can link to others in the community, including the Galloping Goose Trail.

7. **Celebrate First Nations**

A First Nations Centre would be a significant cultural addition to the harbour area. It can celebrate First Nations culture and history. The need to recognize the First Nations in the harbour was a consistent theme during the session.

8. **Consider new attractions**

There is a need for additional attractions in Victoria. They should relate to the harbour and must have "integrity". This will encourage people to stay longer.

One such attraction could be a maritime museum. The city and the province's maritime history could be showcased in a waterfront maritime museum. Ship Point/Ocean Cement and the Wharf Street waterfront were identified as potential locations. Integrated with these attractions would be other uses, retail and probably accommodation.

POTENTIAL BUILDING FORMS

9. **Respect Victoria's landmark buildings**

Three major buildings designed by Francis Rattenbury dominate the harbour. Other smaller heritage buildings are also very important. The design of new buildings must respect these "anchor" buildings, which are so integral to the character of the harbour and the city.

10. **Heighten the experience of arrival by water**

Victoria's harbour continues to be a place of arrival for large numbers of people. The experience arrival by water should be heightened through new buildings and uses.

11. Include the water as an integral part of every development

Urban design should "spring from the water" and engage it. The water should be an integral part of any redevelopment so that it will strengthen the harbour.

12. Consider the theme of "piers and points"

The Inner Harbour can be seen at a glance and potentially walked around. It is comprised of a series of "piers and points", which could form a theme for future development.

13. Buildings must relate to the downtown and the harbour

the harbour is central to the downtown; it is important that new buildings relate to both. they must not block view corridors or isolate the harbour from the city. "Block boxes are to be discouraged."

IMPLEMENTATION

14. Understand the market

Opportunities for development should be underpinned by good intelligence on market demand. A program of gathering and analyzing information on waterfront development should be initiated.

15. Prioritize projects; identify "catalyst" projects

A key step will be to identify priorities. Significantly, catalyst projects should be identified to attract other investments. For example, a tourist attraction, new transportation terminal, or both.

16. Explore cost-sharing initiatives and private sector initiatives

Both federal, provincial and private sector partnerships may be available. In particular, the 2010 Olympics will bring more people to the province. Funding associated with the games may be available for Belleville.

Wharf Street Waterfront

3.0 Waterfront Sites

This section of the report captures the main elements of the day's discussion by the seven groups in relation to each of the three waterfront sites.

3.1 Wharf Street Waterfront

This site is the closest to the historic old town and adjacent to the location of the original fort. In fact, it is perhaps the most historic of the vacant sites along the harbour. The building elevations along Wharf Street have a great deal of aesthetic value. The Malahat Building (1876, former Dominion Customs Building) has a prominent location at the south end of the site. There is a wide view across the site from Bastion Square and potential access directly to the harbour from the square. Small portions of the original natural harbour shoreline remain in the park next to the Regent Hotel and below the Malahat Building. The Wharf Street site has considerable opportunity for development on land and has a long water frontage.

POTENTIAL USES

- Uses for this site should start with the water. This is where Victoria's city settlement started – this should be celebrated.
- The site could be a "maritime gateway " with a maritime museum.
- Historically, the area provided moorage for mid-sized vessels and vessels of this size still use the floats. There should continue to be moorage for a range of vessel sizes.
- Marine commercial services could be encouraged, including a water taxi stop.
- A well defined walkway is a priority for this site.
- This site could be funky and interesting; it could be a gathering place and a site for celebrations and commemorations.
- There needs to be something significant and economically important to draw pedestrians further north.

The site could accommodate:

- The Neptune Project (UVic) – an undersea observatory
- A harbour village with a market: a "fisherman's wharf", space for artists, educational activities, native art
- Residential
- Tourist attraction
- A hotel

First Nations and the Inner Harbour. *Photo by David Bodaly*

- A First Nations physical and spiritual presence
- A cultural institution
- A link between Bastion Square and the waterfront
- Public open space/festival square, place for celebration

FORM

- The 6 metre drop from Wharf Street to the parking lot offers a significant development opportunity.
- There are two locations where the natural, pre-fort shoreline can be restored.
- The water's edge may be varied – the fingers of land might be pushed out and the water in with no net loss.
- Views from Bastion Square will be important and extension may be possible.
- Learn from Lonsdale Quay and Nanaimo – do not disfigure the waterfront with parking.
- There are opportunities for the "greening" of the Wharf Street edge and a water's edge path.
- Building above Wharf Street will need careful study.

3.2 Ship Point/Ocean Cement Site

Located adjacent to the Fairmont Empress and across from the BC Legislature, this site is recognized as being exceptional and aesthetically sensitive. The site already has numerous activities around its edge and has become a centre for special events. For some observers, the site is at the centre of Victoria's identity.

POTENTIAL USES

Visioning for this site attracted the most proposed uses. One group felt that this site could focus on the relationship of "Man and the Sea" – the long relationship between Victoria's geography and the sea – both historic and future. There was general consensus that whatever use takes place in this location, it should be actively programmed and kept alive 18 hours per day. The site needs a "WOW" to get people to go there.

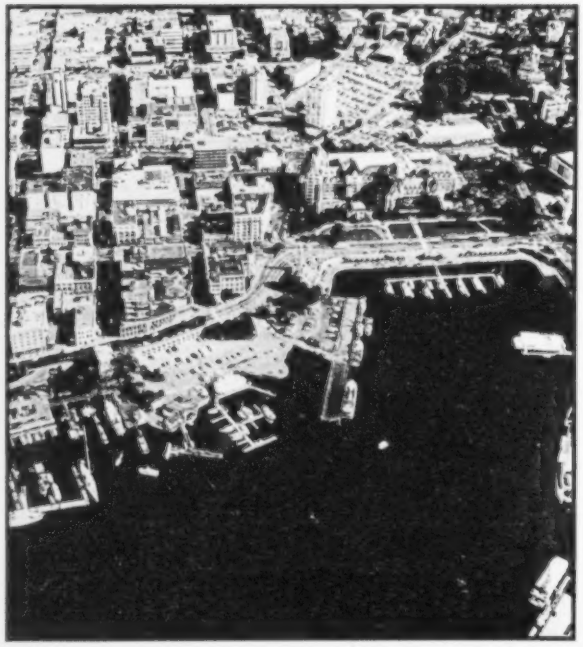
Suggestions included:

- Tall ships
- First Nations
- Marine service related to use
- Marine transport – air/ferries

- Public access/assembly/meeting/cultural performance
- Amphitheatre/arts and performance area
- Waterfront promenade
- Commercial: waterfront restaurants, deck level; partnerships to offset marginal (museums)
- Shared view that there should be good public access to this site with food available and opportunities for picnicking and for watching performances
- Tourist attractions
- Transient moorage
- Float planes terminals – has been discussion about combining these
- Education
- Retail
- Marine adventure
- Potential for a green area

FORM

- Design needs to be bold and gracious in keeping with expectations of its significant location
- Large dock is important and should be retained
- Ensure access for disabled throughout the development, at the "deck" level, and piers
- Built form in this location must stand on its own merits and be authentic and sensitive to the distinctive architectural heritage of Francis Rattenbury
- Waterfront restaurants and stores at "deck" level will help project viability
- Consider height of Malahat Building as the maximum for this site



Ship Point/Ocean Cement Site

3.3 BELLEVILLE FRONTAGE

All participants recognized the importance of the Belleville Terminal as an international gateway. There was a consensus that it should stay in this location and its redevelopment should be a priority. The site was also recognized as an entry to the Legislative Precinct. It was felt that the terminal frontage is very poor and that the facilities are inadequate and overdue for replacement, thus having a negative impact on tourism. This view was clearly articulated by one of the transportation operators.

DESIGN

The Belleville site is large, with a long waterfront, and its redevelopment will significantly impact the view of the harbour. Therefore, its design must be complementary. The opportunity for a First Nations presence in the design of the terminal building should be considered. Architecture can be bold and will need creativity to address the operational issues. The design should be for a world-class gateway that makes an original statement and does not copy the past. The building should contribute to the visitor's experience of entering the harbour and Victoria. The site should be fully developed, but with an eye to future expansion.

Participants thought that consideration should be given to including the CPR Building with the terminal, although it was now recognized to be on the edge of such future operations. The Undersea Gardens was thought to be a good use in the harbour. However, it was also felt that The Gardens would benefit from a design change that would reflect the harbour vision and that possibly a new location in the harbour would be more appropriate. Design of the terminal should provide for better view access to the harbour and strengthen the link to the James Bay neighbourhood and Ogden Point by being part of the Inner Harbour walkway. It was recognized that there is certain conflict between the terminal use (security considerations) and public access to the harbour's edge. There was also a concern that parking for the ferry is a dominating influence that should be minimized.

THE VISITOR EXPERIENCE

The importance of a positive visitor experience was emphasized – the terminal should be welcoming and capture the visitor's attention rather than just be a transit point. Some suggestions included:

- The terminal could tell Victoria's story with reference to First Nations heritage, maritime history and its role in BC.
- A need exists to understand the amount of time visitors may spend in the terminal and how they will spend that time.
- Security will be an important consideration in the design.
- The terminal should be a people place.
- The terminal and its transportation system should barrier free.
- The terminal should be designed as a base for visitors, easily accessible as an intermodal centre with an information centre and improved integration with public transit.

- Specific challenges exist – the quick movement of people through the facility while accommodating security needs.
- The terminal area should be open 365 days a year and 16+ hours a day.

POTENTIAL USES AND FORM

Although the primary use of the terminal would be transportation, participants strongly indicated that there could be a mix of uses. Restaurants and shopping were obvious use options, but it was suggested that the terminal could also be a location for the Neptune Project, a First Nations centre, a facility for the arts, a world-class attraction, or a museum/heritage interpretation facility. Additional uses would assist in financially supporting the terminal.

- The terminal should be designed as a world-class gateway and guiding principles for this need to be formulated.
- This site is a significant gateway into the community; it needs to capture visitors' attention and tell the heritage story.
- Consider minimizing parking in order to retain more space for harbour viewing.
- Any new tourist attractions must be built with integrity.
- A terraced approach might be considered.

Belleville Frontage

Appendix A

Breakout Session Group Members, Facilitators & Recorders

Amazing Possibilities!

INNER HARBOUR VISIONING SESSION
CHELSEA & BALFOUR ROOMS, DELTA OCEAN POINTE RESORT
VICTORIA, BRITISH COLUMBIA
NOVEMBER 19, 2003

DELEGATES

Provincial Capital Commission
Bill Wellburn, Chair
Barbara Brink, Director
Beth Campbell, Director
Jane Durante, Director
Christopher Fairbank, Director
Councillor Rob Fleming, Director
Rob Hunter, Director
Councillor Russell Irvine, Director
Councillor Pamela Madoff, Director
Councillor Jackie Ngai, Director
Councillor Leif Wergeland, Director
Christa Williams, Director
Ray Parks, CEO
Deborah Eddy, Director, Financial Services, Property and Planning
Michael Dillistone, Municipality of Esquimalt (for Mayor Darwin Robinson)

City of Victoria
Mayor Allan Lowe
Councillor Chris Coleman
Councillor Dean Fortin
Councillor Bea Holland
Councillor Helen Hughes
Councillor Denise Savoie
Councillor Charlayne Thornton-Joe
Joe Martignago, City Manager
John R. (Jack) Basey, Director of Planning & Development

Greater Victoria Harbour Authority
Stewart Johnston, Chair [Tourism Victoria)]
Peter Lloyd, Treasurer [Greater Victoria Chamber of Commerce]
John Sanderson, Secretary [Victoria & Esquimalt Harbour Society]
Doug Henderson, Director [Community]
Don Prittie, Director [Capital Regional District]
Barbara Quinn, Director [Community]
Paul Ridout, Director [Victoria & Esquimalt Harbour Society]
Martin Segger, Director [Provincial Capital Commission]
Randy Wright, Director [Community]
Michael Cormier, General Manager
Nancy Talbot, Manager of Properties

...Delegates continued/2

Province of British Columbia
Representative of The Honourable Claude Richmond, Speaker,
Legislative Assembly of British Columbia

The Esquimalt Nation
Chief Andy Thomas

The Songhees Nation
Chief Robert Sam

Greater Victoria Chamber of Commerce
Bob Cross, President

Tourism Victoria
Ian Powell, Chair, Board of Directors [Fairmont Empress Hotel]
Lorne Whyte, CEO

Downtown Victoria Community Alliance
Mohan Jawl

Major Harbour Users/Associations Representing Them
Ken Lane, Attractions Victoria
Darrell Bryan, Executive Vice President & General Manager, Victoria Clipper
Pat Frumento (or Ryan Burles), Black Ball Transport Inc (Coho)
Ken Glaze, Helijet Airways
Jim Allard, Hyack Air
Rhonda Keegan, West Coast Air
Tim Van Alstine, James Bay Neighbourhood Association
Don Ruggles, Victoria West Community Association
Brian Emmett, Advisory Shoreline and Environment Committee

Heritage
Rick Goodacre, Executive Director, Heritage Society of BC

Capital Regional District
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Laura A. Taylor (for Judy Brownoff, Chair), Director, Environmental Programs
James Lam, Manager, Arts Development

Transport Canada
Michael Langan, Director, Programs
Cliff Rhodes, Regional Manager, Properties and Divestiture
Robert K. MacDonald, Project Director

...Delegates continued/3

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Bud Dovey, Owner, Equitex Property Management
Ian Maxwell, Ralmax Development Ltd.

FACILITATOR:
Patrick Condon, UBC Faculty of Agricultural Sciences, Vancouver

PRESENTER:
Gwyn Symmons, CitySpaces Consulting Ltd., Victoria

SPEAKERS:
Larry Beasley, City of Vancouver
Andrew (Andy) Altman [or alternate] District of Columbia Planning, Washington, DC
John Abel, Director, Design & Land Use, National Capital Commission, Ottawa

BREAK-OUT LEADERS:
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Norm Hotson, Hotson Bakker Architects, Vancouver
Lon LaClaire, Transportation Engineer, City of Vancouver
Paul Merrick, Merrick Architecture, Victoria
Gene Miller, New Landmarks, Victoria
Burke Taylor, Office of Cultural Affairs, City of Vancouver
Carolyn Woodland, Toronto & Region Conservation Authority, Toronto

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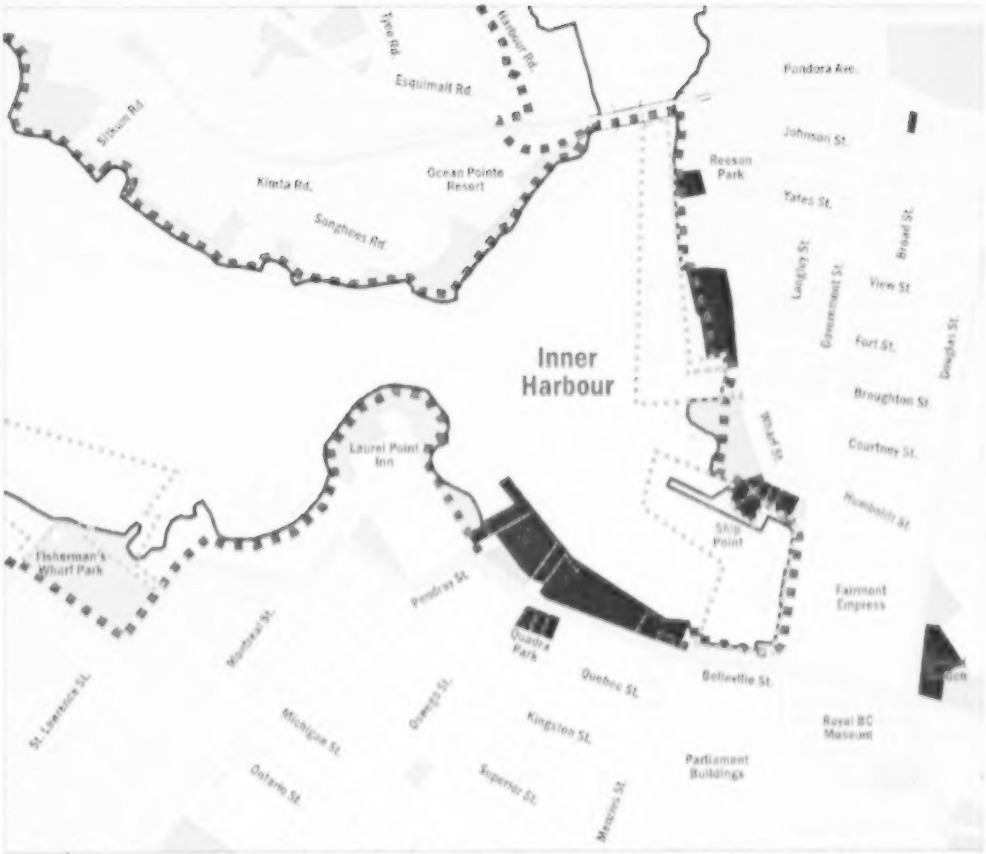
Rebecca Penner, Provincial Capital Commission
Sheri Solaris, Greater Victoria Harbour Authority
Sue Morgan, CitySpaces Consulting Ltd.

Appendix B

Ownership Illustration



P.C.C.
Municipal
Provincial
Federal

GV Harbour Authority
Streets
Greenways

VICTORIA INNER HARBOUR
2003